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UNITED STATES DEPARTMENT OF AGRICULTURE
RURAL ELECTRIFICATION ADMINISTRATION
ST. LOUIS 2, MO.

September 5, 1945

To all Boards of Directors or Trustees of REA-financed Systems

Subject: Procedure for Selecting a Manager

During the war years, many REA-financed systems were at one time or another faced with the necessity of selecting new managers. While it is hoped that this problem will arise less frequently from now on, it is nevertheless important for every REA cooperative board to be familiar with the procedure established for dealing with the problem if and when it should arise. We therefore recommend that this letter be read at your next board meeting and that the secretary of your board be instructed to keep it on file for future reference.

The selection of a manager is one of the most important responsibilities with which any REA cooperative board is likely to be faced. The competent operation and management of a consumer-owned rural power system is not an easy task. It requires a person with many skills and considerable technical training. The board, as the governing body entrusted by the patron-members with the effective direction of the cooperative enterprise, has a real obligation to select as manager the most capable and competent person available. REA shares the board's concern in this all-important matter.

We have no desire to interfere with any board's right and duty to employ a manager of its own choice, provided that he is selected from among candidates qualified by training and experience to operate and manage the particular rural power system. As you know, this agency is charged by the Congress with taking all reasonable measures to assure the most effective use of the government's loan investments in this program and the subsequent repayment of these loans. That is why your loan contract and mortgage contain provisions making the selection of a manager subject to the approval of the Administrator of the Rural Electrification Administration.

The procedure established for obtaining REA approval has been in operation for a number of years. It leaves the initiative and the final decision with the board. It avoids all needless red tape and requires little more time than a conscientious board would normally give to so important a matter even if no consultation with REA were necessary. A statement of the procedure is enclosed for future reference.

In case a board should be unable to locate qualified applicants, we should be glad, if requested, to furnish the names of persons who appear to be qualified and have indicated their interest in the position of manager of an REA-financed system. But it should be clearly understood that REA will not and cannot relieve a board of the responsibility for exercising its own judgment in selecting a competent manager.

Sincerely yours,

Claude R. Wickard

Administrator

Enclosures

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UNITED STATES DEPARTMENT OF AGRICULTURE
RURAL ELECTRIFICATION ADMINISTRATION
ST. LOUIS 2, MO.Procedure for Selecting a Manager for an REA-financed Power System

The following procedure is recommended for the guidance of REA borrowers requiring the services of a manager. Its observance should enable any board of directors or trustees to select a competent manager without undue delay.

1. When a vacancy occurs or is known to be imminent in the position of manager of your system, it is important that you should notify the Rural Electrification Administration immediately of all facts pertaining to the vacancy.
2. Your Board of Directors should obtain as many qualified applicants as possible by contacting the nearest Regional U. S. Employment Service, professional organizations and other available sources of recruitment. An advertisement such as the following in at least three daily newspapers, trade journals, etc., has been found to be very successful.

Manager and Executive Wanted

For cooperative rural electric system of _____ miles, located in _____. Previous experience and knowledge of management, accounting and electrical operating experience essential. Man with cooperative background and sympathies preferred. Application blanks may be obtained by addressing _____.

3. It is suggested that approximately two weeks time be allowed for receiving applications. The applicants should be required to file a formal application in writing including personal data, education and previous experience as well as a recent photograph. Particular consideration should be given to previous experience of applicants in the management of a cooperative enterprise or public utility and any other experience of a related nature. An understanding of farm and rural community life is also important. A study of the qualifications of the applicants in the light of the individual and local problems may be of value. An application blank is enclosed. Additional copies may be obtained from REA on request.

4. After a sufficient number of applications have been received, a committee of the board should review them. The most promising applicants should then be interviewed by your full Board of Directors. If you so desire, it may be possible to have a representative of the REA staff present to assist your Board with this important problem. You should then make your selection of first, second, and third choices of the applicants interviewed. In the submission of these selections to REA for approval, as provided for in the Loan Contract and Mortgage, it is essential that the Personal Experience Records, recommendations, and other important data be included for the purpose of expediting the review of the qualifications and experience of the applicants. It is also essential that you send us the resolution of the Board of Directors with reference to your selection of first, second, and third choices.

5. REA will review the data submitted without delay and will advise your Board as to which applicants are considered to possess adequate qualifications. The final selection and appointment will then be up to the Board.

PERSONAL EXPERIENCE RECORD

Of Applicant for Position of Manager
of an REA-Financed SystemI. General Information1. Name _____
(Last) _____ (First) _____ (Middle) _____2. Present Address _____
(Street) _____ (City) _____ (State) _____ Phone _____

3. Date of Birth _____ 4. Place of Birth _____

5. Age _____ Race _____ Height _____ Weight _____ Sex _____

6. Physical disabilities or defects, if any _____

7. Married or Single _____ Draft Status _____

8. Are you related to any member of the Board of Directors from whom you seek
employment, or to the system attorney? If so, state the relationship
_____9. Are you under financial or other obligation to any member of the Board of
Directors _____10. Do you plan to devote full time to this job? _____ or hold any other
job, political or otherwise? _____

11. Can you furnish the necessary bond? _____

12. Have you ever been arrested or imprisoned? _____ If so, give details

13. Do you understand the REA program and objective? _____

14. Are you in sympathy with consumer ownership and operation of rural elec-
trical distribution facilities? _____15. What experience have you had in cooperative enterprise either as a member
or as an employee? _____

16. Have you ever taken an active part in civic affairs or other non-political activities for the social or economic improvement of a community? _____

If so, describe briefly _____

17. Do you understand farm people and their production and living problems? _____

If so, explain briefly how you gained such knowledge _____

II. Education

Type of School	Name and Location (City and State)	From (year)	To (year)	Diploma or Degree	Kind of Course
Elementary					
High School					
Business College					
College or University					
Post Graduate or Professional					
Other					

III. Availability Information

1. In what localities would you prefer to be located? _____

2. Would you consider locations elsewhere in the U. S.? _____

Where? _____

3. What is the minimum salary you would accept? _____

IV. Former Employment - In the space furnished below give a record of your Employment. Start with your present position and work back to the first position you held.

Period of Employment	Name and Address of Employer (Give Street, City, State)	Nature of Duties	Monthly Salary	Reason for Leaving
From			Beginning	
To			Final	
From			Beginning	
To			Final	
From			Beginning	
To			Final	
From			Beginning	
To			Final	
From			Beginning	
To			Final	
From			Beginning	
To			Final	

V. Business Management

1. Have you had any training or experience in the management of a business enterprise? _____ If so, give details _____

2. State briefly any practical experience you have had in accounting, selling, collecting, etc., not indicated under IV above.

3. Have you had actual experience in selecting, training and supervising the following workers: (a) easement solicitors _____ (b) bookkeepers and/or stenographers _____ (c) line crews _____

VI. Technical Knowledge and Experience

1. Do you have a fundamental knowledge of rural or urban electric distribution? _____ State nature and amount of training and experience.

2. Are you now physically and technically able and willing to do all kinds of line work? _____

VII. Accident Prevention and Safety

1. Do you have a knowledge of applicable local, State and Federal safety codes and regulations and know resuscitation? _____

2. Have you suffered injury from accidents? (Describe) _____

VIII. References - List persons, not related to you, preferably former employers, to whom we may write concerning your experience and ability.

Name of Employer, Teacher etc. (State which)	Home or Business Address (Number, Street, City, State)	Occupation or Business	Years person Has Known App.

IX. Letter of Application

This application should be accompanied by a letter of application stating why you think you can qualify for the position, and attach it to this experience record. Include in this letter any additional information which you feel has not been adequately brought out elsewhere.

I hereby affirm that all statements made on this form and in the attached letter are true to the best of my knowledge.

Date _____ Signature _____